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SENATE ARMED SERVICES COMMITTEE

STATEMENT OF
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COMMANDER
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AND
UNITED STATES NORTHERN COMMAND
BEFORE THE SENATE ARMED SERVICES COMMITTEE

15 March 2005

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Chairman Warner, Senator Levin and Members of the Committee:

It is an honor to appear before you and represent the exceptional men and women of North American Aerospace Defense Command (NORAD) and United States Northern Command (USNORTHCOM). These dedicated professionals are ready to act on a moment's notice to defend our homeland. To strengthen the security of our great nations, we are fostering innovation, embracing new ideas, and collaborating widely and successfully. We welcome this opportunity to report on what we have done and where we are going.

NORAD

Since 1958, the United States and Canada have defended the skies of North America through NORAD, a bi-national command. Using data from satellites, as well as airborne and ground-based radar, NORAD monitors, validates, and warns of attack against the U.S. and Canadian homelands by aircraft, missiles, and space vehicles. The Command ensures U.S. and Canadian air sovereignty through a network of alert fighters, tankers, airborne early warning aircraft, and ground-based air defense assets cued by interagency surveillance radars, such as those of the Federal Aviation Administration and its Canadian equivalent, NAV CANADA.

Operation NOBLE EAGLE. Operation NOBLE EAGLE began immediately after the 9/11 attacks and continues today to protect and defend our nations' airspace. To date, NORAD has flown more than 39,500 sorties and scrambled or diverted fighters more than 1900 times in response to potential threats, all performed with a superb safety record. In 2004, Air National Guardsmen and reservists flew 71% of the Operation NOBLE EAGLE sorties.

National Capital Region Integrated Air Defense System. In January 2005, NORAD implemented an improved air defense system by integrating radar, irregular air patrols, surface-launched missiles, and control centers. This new system strengthens our capability to protect the seat of our national government, as well as other key locations in the National Capital Region

from air attacks. In addition, we are testing a ground-based visual warning system that uses safety-tested, low-level beams of alternating green and red laser lights to alert pilots that they are flying without approval in designated airspace.

NORAD Agreement Renewal. The NORAD Agreement will expire in 2006. In renewing the agreement, the Governments of the United States and Canada have the opportunity to consider expanding bi-national cooperation under NORAD into other domains. The U.S. Department of State and Foreign Affairs Canada are the lead agencies for negotiating renewal of the NORAD Agreement. Each is examining the option to negotiate a variety of issues that may impact the future of the Command. We are prepared to support a new NORAD Agreement, as determined by our governments.

Federal Aviation Administration Integration. Our partnership with the Federal Aviation Administration to improve NORAD's surveillance and command and control capabilities has made significant progress. The installation of 300 radios in Federal Aviation Administration facilities is complete. The radios provide NORAD the means to communicate with interceptors throughout our country. The original plan to integrate 39 Federal Aviation Administration terminal/approach control radars has grown to a total of 45 radars, of which 38 have been fully integrated. The remaining seven are awaiting integration, operations acceptance or have been deferred until the aging radars have been replaced with a newer short-range system later this year.

On 1 October 2004, the DOD and the Department of Homeland Security assumed shared financial responsibility from the Federal Aviation Administration for our nation's long-range radars under a 75/25 percent cost-share formula for fiscal year 2005. In fiscal year 2006, the radars will be funded under a 50/50 percent arrangement. We urge Congress to fully fund the

operations and maintenance accounts of both departments to preserve our air surveillance network until it can be upgraded or replaced.

BI-NATIONAL PLANNING GROUP

Established in December 2002 by exchange of diplomatic notes, the Bi-National Planning Group is an independent organization that is examining ways to enhance U.S. and Canadian defenses against maritime and land-based threats to North America, as well as to coordinate and improve our nations' capabilities to respond to natural and man-made disasters. Our governments have agreed to extend the Bi-National Planning Group's mandate an additional 18 months, through May 2006.

The Bi-National Planning Group is recommending revisions to the U.S.-Canada Basic Security Document and Combined Defense Plan and is developing a civil assistance plan to help guide bi-national military-to-military cooperation in support of civil authorities. It has also recommended measures to improve information sharing between our two nations.

In October, the Bi-National Planning Group provided an interim report to the U.S. and Canadian national military chains of command that captures the group's work and ideas to date and identifies 42 areas for additional study to enhance defense and security.

USNORTHCOM

Defending Americans where they live and work is USNORTHCOM's top priority. We are part of a vast team--military and civilian; federal, state, local, and tribal governments; as well as public and private enterprise--dedicated to the defense of our great nation. Interagency cooperation is a fundamental element of our plans, training, exercises, and operations.

We have made significant organizational changes in our short history, and we continue to evolve. The Command's four subordinate organizations are:

- **Joint Force Headquarters National Capital Region.** Based at Fort McNair in Washington DC, Joint Force Headquarters National Capital Region is

responsible for land-based homeland defense, civil support, and incident management in the National Capital Region. It achieved full operational capability in September 2004. The operational area for the Joint Force Headquarters National Capital Region is about 2,500 square miles and includes the District of Columbia.

- **Joint Task Force Alaska.** Military forces in Alaska are under U.S. Pacific Command for normal operations. If Alaska-based forces are needed for homeland defense, consequence management, or civil support operations in Alaska, USNORTHCOM will command and control the forces through Joint Task Force Alaska, based at Elmendorf Air Force Base. The Commander of Joint Task Force Alaska is also the Commander of Alaska NORAD Region, the Commander of 11th Air Force, and the Commander of Alaskan Command.
- **Joint Task Force Civil Support.** Located at Fort Monroe, Virginia, Joint Task Force Civil Support provides command and control of DOD incident management forces that respond to catastrophic chemical, biological, radiological, nuclear, and high-yield explosive events.
- **Joint Task Force North.** Headquartered at Fort Bliss, Texas, Joint Task Force North supports counter-drug, counter-terrorism, border patrol support along the U.S.-Canada and southwestern U.S. border, and other operations against transnational threats. In October 2004, USNORTHCOM redesignated Joint Task Force Six to Joint Task Force North to reflect its expanded role in homeland defense. Joint Task Force North enhances USNORTHCOM's homeland defense capabilities by: (1) increasing situational awareness through close cooperation with law enforcement and border security agencies; (2) developing sources of intelligence and warning, (3) supporting counter-narcotics operations, and (4) executing homeland defense missions.

In accordance with Defense Planning Guidance 04, USNORTHCOM established Standing Joint Force Headquarters North. Standing Joint Force Headquarters

North is a full-time, trained and equipped, readily deployable joint command and control element collocated with USNORTHCOM at Peterson Air Force Base, Colorado. Standing Joint Force Headquarters North increases USNORTHCOM's options to deter or mitigate a crisis quickly and reduces the time required to establish a fully functioning joint task force headquarters. Standing Joint Force Headquarters North assisted with command and control of military forces supporting the primary agency at several National Special Security Events over the past year. In addition, Standing Joint Force Headquarters North is working to standardize relationships with the National Guard in all states and territories to facilitate the stand-up of joint task forces for homeland defense or civil support operations.

Homeland Defense Operations. In the past year, USNORTHCOM conducted major homeland defense operations as follows:

- **Enhanced Homeland Defense.** USNORTHCOM participated in the Department of Homeland Security-led Interagency Task Force that developed an Interagency Security Plan to enhance the security of our nation during the election period from July 2004 to February 2005. USNORTHCOM postured and positioned forces to deter and prevent attacks. Quick and Rapid Response Forces and incident management forces were maintained at appropriate alert levels to meet potential threats. At the request of the Department of Homeland Security, we provided assistance for border security, conducted airport vulnerability assessments, and deployed forces trained for radiological detection.
- **Operation WINTER FREEZE.** At the request of the Department of Homeland Security, USNORTHCOM deployed forces to tighten security along the northeast border of the United States during the fall and winter of 2004-2005. As directed by the Secretary of Defense, USNORTHCOM provided indirect military support to U.S. Customs and Border Protection. This

support included ground and aviation reconnaissance, military unique equipment and personnel to operate this equipment, and DOD intelligence on transnational threats.

- **Maritime Operations.** USNORTHCOM conducts maritime operations to deter and disrupt terrorist operations, collect intelligence to identify links between maritime shipping and possible support to terrorist networks, and prevent attacks against the United States and its allies. Our deterrence activities include deployment of naval forces in proximity to potential crisis areas, technology and firepower demonstrations, and exercises.

We also support the U.S. Coast Guard in tracking maritime traffic into the United States and are prepared to assist them in intercepting maritime vessels of interest. On 11 November 2004, DOD and the Department of Homeland Security agreed to establish the DOD joint command and control structure for maritime homeland defense operations that includes U.S. Coast Guard forces. The agreement also identifies and documents appropriate roles, missions, and functions for the U.S. Coast Guard in support of maritime homeland defense operations.

The Maritime Security Policy National Security/Homeland Security Presidential Directive (NSPD-41/HSPD-13) directs the Secretaries of Defense and Homeland Security to lead a collaborative interagency effort to draft and recommend a National Strategy for Maritime Security. The Departments of Defense and Homeland Security are doing so through the Maritime Domain Awareness Initiative, which includes topically organized interagency working groups. USNORTHCOM chairs the working group on Common Operational Picture and co-chairs with the U.S. Coast Guard the working group on Strategy and Plans. The Command is also a member of the working groups on Technology, Intelligence, and Outreach.

- **Anti-Terrorism/Force Protection.** On 1 October 2004, USNORTHCOM assumed overall anti-terrorism and force protection responsibilities in the continental United States. USNORTHCOM's force protection responsibilities include assessing the threat and security posture within the USNORTHCOM area of responsibility. We work through existing DOD elements' programs and serve as a bridge among the separate programs to create efficiencies and eliminate vulnerabilities, gaps, and seams in our overall anti-terrorism and force protection posture.
- **Critical Infrastructure Protection.** USNORTHCOM's area of responsibility includes a great deal of infrastructure critical to military operations and force projection. As a partner in interagency cooperation, we have supported the efforts of the Joint Staff and the Assistant Secretary of Defense for Homeland Defense to develop DOD policy for the protection of DOD and non-DOD critical infrastructure. This support includes implementing a comprehensive means of identifying critical infrastructure assets, assessing their vulnerabilities, and planning and implementing mitigation, response, and remediation options. Our operational focus has been on DOD-owned, leased, or managed infrastructure.
- **Support to Operations IRAQI FREEDOM and ENDURING FREEDOM.** USNORTHCOM continues to monitor the terrorist threat and is prepared to protect critical defense infrastructure and ports of embarkation and debarkation for units deploying in support of Operations IRAQI FREEDOM and ENDURING FREEDOM.
- **Ground-Based Midcourse Defense.** USNORTHCOM is ready to execute Limited Defensive Operations with the Ground-based Midcourse Defense capabilities provided by the Missile Defense Agency, pending policy guidance from the Secretary of Defense. The basic concept of operation for Ground-based Midcourse Defense is as follows:

- USNORTHCOM will command and control Ground-based Midcourse Defense forces during ballistic missile events that could threaten the United States.
- USNORTHCOM will support U.S. Pacific Command in the defense of Hawaii.
- U.S. Pacific Command, through U.S. Pacific Fleet, will support USNORTHCOM by providing surveillance and cueing support to Ground-based Midcourse Defense operations.
- U.S. Strategic Command will support USNORTHCOM with missile warning data and integration and coordination of Ground-based Midcourse Defense operations and assets.
- U.S. Strategic Command, in coordination with other commands, will determine if ballistic missile defense systems can go off alert status for test or maintenance activities.

Defense Support of Civil Authorities. While homeland defense is our primary responsibility, our mission to support civil authorities is also very important. On a daily basis, we are on call to assist other federal agencies in responding to natural and man-made disasters at the direction of the President or Secretary of Defense. We also support events which require special security measures. A summary of our recent civil support operations follows:

- **National Special Security Events.** Since March 2004, USNORTHCOM has provided DOD support for six National Special Security Events: the G8 Summit, President Reagan's State Funeral, the Democratic and Republican National Conventions, the Presidential Inauguration, and the 2005 State of the Union Address. DOD support ranged across the spectrum of unique DOD capabilities, including advanced trauma life support teams during the State of the Union Address, security teams to support the G8 Summit, and explosive detection operations for the Democratic and Republican National

Conventions. Air defense for National Special Security Events is an integrated effort between NORAD and USNORTHCOM.

- **Special Events Homeland Security.** USNORTHCOM provided unique DOD support to two special events—the World War II Memorial Dedication and the United Nations 59th General Assembly.
- **Hurricane Relief.** In support of the Department of Homeland Security's Federal Emergency Management Agency, USNORTHCOM orchestrated the provision of Defense Coordinating Officers and Elements, established DOD bases as mobilization centers and directed airlift, imagery, satellite communications, and medical support for relief operations for Hurricanes Bonnie, Charley, Frances, Ivan, and Jeanne.
- **Wildland Firefighting.** During the 2004 wildland firefighting season, USNORTHCOM directed Modular Airborne Fire Fighting Systems to support the National Interagency Fire Center in combating wildfires in Arizona, Idaho, Oregon, Utah and Washington.
- **Counterdrug Operations.** Through Joint Task Force North, we are working with our interagency and continental partners to assist in improving regional drug interdiction capabilities and to expand protocols for information sharing in order to stem the flow of illicit drugs into the United States. To strengthen our nation's ability to combat the illegal drug trade, we support the creation of national interagency center to focus on interdiction across our land borders.

Total Force Integration. National Guard and Reserve contributions are integral to USNORTHCOM's operations in both their Title 32 and Title 10 roles. The objective of our Total Force Integration program is to determine how best to use the capabilities of Reserve and National Guard forces for homeland defense and civil support missions. Many of our missions are conducted by Reserve Component forces, state National Guard Weapons of Mass

Destruction Civil Support Teams, the National Guard's Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive Enhanced Response Force Packages, and seasonal wildland firefighting Guard and Reserve C-130s.

USNORTHCOM is participating in the development of DOD policy to implement Section 512 of the Ronald W. Reagan National Defense Act for Fiscal Year 2005. This provision allows the Secretary of Defense to approve deployment of National Guard units and people under the direction of state governors for up to 180 days to perform homeland defense activities. We are working to ensure DOD policy maximizes the capabilities of the National Guard to enhance USNORTHCOM's homeland defense and support to civil authorities missions.

Dual Status Commander. One of the command and control options USNORTHCOM successfully employed in 2004 is an arrangement made available in Section 516 of the National Defense Authorization Act for Fiscal Year 2004 by an amendment to 32 USC 325. This unique command construct was used at the G8 Summit, the Democratic and Republican National Conventions, and Operation WINTER FREEZE. It allows one commander to command both federal (Title 10) and state forces (National Guard in Title 32 and/or State Active Duty status) with the consent of the Governor and the authorization of the President. This centralized command and control construct provides both the federal and state chains of command with a common operating picture through the eyes of the dual status commander. It also enables the dual status commander to maximize his or her federal and state capabilities, as well as facilitate unity of effort from all assigned forces.

Efforts to Share Intelligence with Federal, State and Local Officials. Our Intelligence Directorate supports homeland defense while maintaining vigilance on missile and air threats to the United States and Canada. Our analysts are developing effective relationships with the Central Intelligence Agency, the Defense Intelligence Agency's Joint Intelligence Task Force-Combating Terrorism, the Department of Homeland Security, the Federal Bureau

of Investigation, the National Counterterrorism Center, the U.S. Coast Guard, and the National Guard Bureau. To support these efforts, USNORTHCOM hosts liaison officers from national agencies and embeds our own liaison officers in other agencies to provide dedicated support and direct reach back to our analysts.

In addition, our Intelligence Directorate provides dedicated products and on-site support in cooperation with federal agencies for National Special Security Events. Our strategic nuclear and anti-terrorism analytic products are disseminated to a wide array of interagency and bi-national customers, are posted to the National Counterterrorism Center's website, and provide the basis for an on-line, interactive, geographic display of threats and vulnerabilities.

National Response Plan Implementation. The Secretary of Defense is one of the signatories to the National Response Plan for a unified, all-discipline, and all-hazards approach to domestic incident management. Under its mission of defense support of civil authorities, DOD and USNORTHCOM play a support role in the implementation of all the National Response Plan emergency support functions.

Information Sharing Capabilities. Our information sharing strategy is based on a "need-to-share" as well as a "need-to-know" paradigm and has three elements:

1. Common procedures so all our mission partners speak the same language. We coordinate procedures with DOD and non-DOD organizations through deployed liaisons, mobile training teams, and automated methods such as video teleconferencing and email.
2. Optimization of technologies and capabilities. We provided secure communications capability to states involved in National Special Security Events, and we drew upon National Guard units to install equipment and train people.

3. A process to improve our ability to share information. We are working to establish a homeland defense information integration and collaboration center for DOD and non-DOD participants.

National Common Operational Picture. We are making progress in developing a National Common Operational Picture that will fuse situational awareness information across the land, sea, air, space, and cyber domains. The goal of the National Common Operational Picture is to provide a streamlined command and control capability to DOD and interagency decision makers.

Exercises. NORAD and USNORTHCOM sponsor two large-scale exercises and over 30 smaller-scale exercises annually. Our exercise scenarios have simulated air, maritime, and port threats; incident management operations; protection of critical infrastructure; maritime interception operations; bioterrorist attacks; other weapons of mass destruction attacks; cyber attacks; and natural disasters such as hurricanes. To date, over 115 federal, state, local, tribal, and multinational units, agencies, and organizations have participated in our exercises. We continue efforts to increase cooperative international exercise efforts with Great Britain, Canada, and Mexico. During our most recent exercise in August 2004, Canadian and British representatives observed operations at Headquarters NORAD-USNORTHCOM and Mexican representatives observed operations at Headquarters, Fifth Army, Fort Sam Houston, Texas. Lessons learned from each exercise resulted in actions to refine operational procedures and are disseminated to all players.

National Exercise Program. We have worked with the Department of Homeland Security to synchronize our exercise program with the National Homeland Security Exercise program, which exercises the National Response Plan and the National Incident Management System using a comprehensive all-hazards approach involving representatives from federal, state, and local

governments and private sector organizations. The National Homeland Security Exercise program will consist of one large-scale exercise per year. The Department of Homeland Security leads the effort in odd numbered years; USNORTHCOM leads the effort in even numbered years.

Homeland Security/Homeland Defense Education Consortium. Our Homeland Security/Homeland Defense Education Consortium is an integrated, nationwide network of over 100 military, federal, and civilian academic and research institutions conducting educational programs and research related to homeland security and defense. The Consortium has a four-point charter:

1. Ensure the DOD roles in homeland security and homeland defense are accurately reflected in national education initiatives.
2. Facilitate homeland security and homeland defense education program development.
3. Focus research through the development of NORAD-USNORTHCOM research priorities.
4. Encourage cooperation and networking.

Bioterrorism Preparedness and Response. USNORTHCOM is a full participant with the Department of Homeland Security in the National Biosurveillance Integration System. The National Biosurveillance Integration System will provide our nation with near-real-time warning of a biological event, either man-made or natural. Along with other federal agencies, USNORTHCOM will provide trained medical analysts to the National Biosurveillance Integration System when it stands up in May 2005, and we will remain a major participant on the National Biosurveillance Integration System Joint Leadership Council.

USNORTHCOM is prepared to assist federal, state, and local authorities with planning, exercising, and implementing efforts to improve response to a bioterrorism attack. At the request of a primary agency and upon direction by the President or the Secretary of Defense, USNORTHCOM can coordinate trained biological experts for civil support or incident management.

Theater Security Cooperation with Canada. USNORTHCOM is actively engaged in efforts to expand maritime, land, and civil support defense cooperation with Canada. Using the talents and resources of the Canadian-U.S. Bi-National Planning Group, we are examining existing plans and documents for areas where we can improve our military-to-military cooperation. For example, we are refining maritime information sharing arrangements with the Canadian Navy in order to enhance our awareness of potential maritime threats. Our objective is to develop a series of contingency plans and cooperative procedures for homeland defense and civil support on both sides of the border in response to transnational threats and natural disasters.

Theater Security Cooperation with Mexico. USNORTHCOM continues to advance our relationship with Mexico by building trust and understanding with the senior leadership of the Mexican military on transnational security issues such as counter-terrorism, counter-proliferation and counter-drug operations. We are seeking cooperation with the Mexican military to enhance air surveillance capabilities, and we are working with the Mexican Navy to make their recently purchased E-2C aircraft operational. We plan to expand assistance to Mexico through Foreign Military Financing and to increase counter-terrorism and counter-drug funding.

USNORTHCOM's Interagency Relationships. In August 2003, the Secretary of Defense directed all combatant commanders to establish a Joint Interagency Coordination Group to improve interagency coordination and support. The NORAD-USNORTHCOM Joint Interagency Coordination Group includes 59 resident DOD and non-DOD agency representatives, all of whom provide subject matter expertise to ensure mutual support of homeland defense and civil support missions.

Some of the agencies with resident representatives at our headquarters in Colorado Springs include the Department of Homeland Security (U.S. Customs and Border Protection (Air and Marine Operations), Federal Emergency

Management Agency, Transportation Security Administration, and U.S. Coast Guard), Central Intelligence Agency, Department of State, Environmental Protection Agency, Federal Aviation Administration, Federal Bureau of Investigation, Humanitarian International Services Group (a non-governmental organization), National Geospatial-Intelligence Agency, National Laboratories, National Security Agency, U.S. Army Corps of Engineers, and U.S. Geological Survey.

USNORTHCOM'S Relationships With Other Combatant Commands. We have established a conceptual framework for a layered defense of the homeland in coordination with the other combatant commands. We are working closely with other Regional Combatant Commands to improve coordination on intelligence issues and eliminate threats to our homeland originating in the forward regions. Together, we provide a layered, active, and integrated defense for our citizens at home and abroad.

POTENTIAL CAPABILITIES FOR NORAD AND USNORTHCOM

As we investigate existing technologies and capabilities for innovative uses, we are also focusing on emerging technologies to meet our requirements. We urge Congress to fully fund the following promising initiatives.

High Altitude Airship Advanced Concept Technology Demonstration. NORAD, the Office of the Secretary of Defense, the Missile Defense Agency, and the U.S. Army are working together to demonstrate the technical feasibility and military utility of an unmanned, untethered, long-duration High Altitude Airship. The High Altitude Airship Advanced Concept Technology Demonstration seeks to build and fly a prototype high altitude airship in order to validate this capability. The goal of the high altitude airship is to provide a long-endurance, geo-stationary, re-taskable multi-mission platform capable of performing wide area intelligence, surveillance, reconnaissance, and communications.

Battle Control System-Fixed. Battle Control System-Fixed will improve NORAD's capability to monitor, track, and intercept unknown aircraft in the approaches to and within North American airspace. Battle Control System-Fixed will provide connectivity with radars and sensors across North America, thereby giving the United States and Canada a more seamless integrated air defense capability. Battle Control System-Fixed spirals 1 and 2 are scheduled for completion in the spring of 2006.

Full Spectrum Wide Area Surveillance. While the Federal Aviation Administration long-range radars comprise the only 24/7 fixed air surveillance capability in the continental United States today, they are inadequate for addressing the emerging, low-altitude air threat of the future. Inherent line-of-sight limitations restrict their ability to detect low altitude threats, and the systems were not designed as air defense sensors to track small radar cross-section targets. We encourage full funding of the fiscal year 2006 budget for research and development programs that will lead to the deployment of a persistent, wide-area surveillance network capable of tracking small and low-altitude threats, as well as conventional aircraft.

Homeland Security/Defense Command and Control Advanced Concept Technology Demonstration. In fiscal year 2002, DOD approved the Homeland Security/Defense Command and Control Advanced Concept Technology Demonstration to address the complex agency interactions associated with homeland security. The objectives of the demonstration are to

- Understand the homeland security problem.
- Define requirements for integrated information sharing services.
- Develop a concept of operations for significantly increasing homeland security responsiveness.

- Identify, refine, and transition technologies that improve deterrence, intelligence, crisis response, and incident management.

Our goal, as the operational sponsor for this demonstration, is to provide the homeland security and defense communities with advanced technologies that improve information sharing, collaboration, and decision-making in a trusted information exchange environment.

Transformational Communications. NORAD and USNORTHCOM rely on satellite communications to support homeland defense operations. We believe the Air Force's transformational satellite system is the best means to meet our requirements for high-speed, secure communications.

Coalition Warrior Interoperability Demonstration 05. USNORTHCOM is the host combatant command for Coalition Warrior Interoperability Demonstration 05. The goal of the demonstration is to reduce normal procurement timelines by fielding off-the-shelf information sharing systems which meet warfighter requirements.

We see effective interagency cooperation on potential capabilities as the key to successful homeland defense and security.

CONCLUSION

We are grateful for the Senate Armed Services Committee's support of our people and missions. We also appreciate what your Committee has done to strengthen our nation's security and improve the quality of life for all members of the Armed Forces. With your help, we will continue to work side-by-side with our partners to ensure we are prepared to protect and defend our homeland. Thank you for the privilege to appear before you. I look forward to your questions.